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UNITED STATES GOVERNMENT

# Memorandum

TO : C/CI/R&A  
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DATE: 24 June 1971

FROM : [REDACTED]

SUBJECT: CI "Operations" Course

1. I should say first that despite my plans I managed to attend only the last two days of the course, and consequently, received an impression of emphasis that might otherwise have been different. However, I quote the chief instructor, [REDACTED] concerning the overall emphasis. Either way, it is obvious, and so stated by [REDACTED] that the course is not an operations course but a support course for CI. This came out in the discussion and critique on the last day. One girl, in fact, asked to give a name for what the course actually was and should be, said "Ops Security Function and Analysis". Mr. [REDACTED] accepted that title for the course and said its content and his feelings about it reflected the wishes of his superiors. There was no one in the group of eight who would call him or herself an operations officer. He pointed out that CI officers or operations officers rarely enroll in the course and his most consistent customers are Reports Officers from WH, where they see a need for their reports officers to know what CI reporting might be (he has an hour on reporting and disseminating CI information and another on counterintelligence as intelligence). The class hero, or heroine, seems to have been [REDACTED] who is in effect the Operational Security officer for WE, who spoke on that topic.

2. This is not to say that no operations officers appeared as speakers.

[REDACTED]

than anybody I have ever heard. Perhaps it is because he is so good and comes just before the student discussion of "CI Today". In any case, the course prepares the student more to support CI operations than to run them. That may be



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25X1A as it should be, but according to [REDACTED] there is no place that teaches the running, with the possible exception of the SB Ops Course. He says that he sat through the European Ops Course twice without hearing the word "counterintelligence" and that there is no time on the subject in the Advanced Ops Course. In commenting on this, [REDACTED] said that part of the problem is that young officers are recruited for having activist minds rather than analytical minds, and that most operators and managers feel that their career satisfaction, and credit to their components, comes "from lines other than CI". Consequently, [REDACTED] felt his training should be to produce the eminence grise rather than the eminence himself.

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3. [REDACTED] himself seems to me to be an excellent instructor. His normal outgoing (one might say outgoing) personality and ebullience is considerably subdued in the class and replaced with a very perceptive and scholarly aspect. This may in part have been due to my presence--after all, I was over 10% of the class--but I do not think so. I had been eager to see who would win in the battle of the giants--[REDACTED] each a master of verbal assault--but he left the field entirely to the visitor, except for minor useful comments and additions, complementing George's presentation. On each day, I came in without warning, although I had told him a week or so ago that I might come by. This did not seem to bother him at all, and he brought me into the discussion during the break. He feels that CI is in better shape in the Clandestine Service now than it was ten years ago. Except in the CI Staff, I do not agree with him, nor do I agree that the emphasis of the CI Operations Course should be on analysis. I must say, however, that he makes a forthright, cogent case for his convictions.

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4. The students were a mixed bag of rookie males and old-timer females. About half of them were expressive during the discussion of "CI Today" which [REDACTED] drew out well in seminar-leader fashion. It was supposed to last until mid-afternoon, but I feel he did well to get 1 1/2 hours out of it. About half of them participated in the discussion, the remainder sitting back. I hope my presence did not intimidate them; I do not think so, but I did not think of that possibility until now. [REDACTED] drew them out with questions such as, "Do you think anyone may be trying to influence the leaders of your country, in the same fashion as [REDACTED] didn't; [REDACTED] apparently uses that as a standard question; he said rarely does anyone answer yes, as [REDACTED] said that when they had a

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flap or a coup, CI prevailed; in between, it went out the window. [REDACTED] described their SOP for keeping book on the Service; all were amazed that [REDACTED] has only one officer for each country, all-purpose, plus the chief and deputy.

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5. This is a good course. It seems to me unfortunate that more junior operations officers do not go to it. [REDACTED] is grateful that anyone goes to it; he says that shows CI is not dead. His apparent surprise that it isn't contradicts his statement that he is optimistic about CI in the Clandestine Service. I think the course needs a more positive attitude on CI operations plus a selected student body that mixes new and old employees. CI Ops might be a good place from which to spot candidates, as would FI Ops. If the course is able to instill the students with enthusiasm about operational security, as it does, then it could do the same for CI operations.

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